

# JEWISH LABOR COMMITTEE • NORTHEAST REGION

33 HARRISON AVENUE  
BOSTON, MASSACHUSETTS 02111  
(617) 350-7969

March 5, 1990

Mr. Martin Foley  
Legislative Representative  
Massachusetts AFL-CIO  
8 Beacon Street  
Boston, MA 02108

Dear Marty:

Please accept the grateful appreciation of all of us at the Jewish Labor Committee for the outstanding job you did at the crowded and heated JLC meeting at which you debated the proposed AIM changes and the Workers Compensation system with Richard Mastrangelo.

It is ironic that the next day the newspapers reported that a New York State public health official is proposing that medical intervention injuries (otherwise known as malpractice) not be handled in the courts but rather through a no-fault compensation system.

As always, we are the recipients of much information and important insights from you. With all good wishes, I am

Sincerely,



Herman Brown  
Regional Director

cc: Arthur R. Osborn  
Ronald J. Alman  
Donald J. Siegel, Esq.  
Prof. Charles Levenstein

*F. Y. L.*





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603-224-4792

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March 7, 1990

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Arthur Osborn  
President  
MA AFL-CIO  
8 Beacon Street, 3rd Floor  
Boston, MA 02108

Dear Arthur:

Let me take this opportunity to thank you for spending the time with Jim and me to discuss the Massachusetts AFL-CIO programs and agenda. Jim and I both came away feeling that there was much work to be done but confident that hard work and dedication will pay off in the future.

I look forward to working with you and the other AFL-CIO presidents on the development of the solutions to the problems that workers will face in the 1990's. If we can be of assistance to you please feel free to call upon us and again many thanks both to you and to your Secretary-Treasurer, Bobby Haynes, for taking the time and for sharing the information with us.

Sincerely and Fraternally,

  
Mark S. MacKenzie  
President

MSM/ljm

cc: J. Casey



# MASSACHUSETTS CITIZEN ACTION

678 MASS. AVE., CAMBRIDGE, MA 02139 • (617) 864-2277

February 15, 1990

Arthur Osborne  
President  
Mass. AFL-CIO  
8 Beacon Street  
Boston, MA 02108

Dear Mr. Osborne,

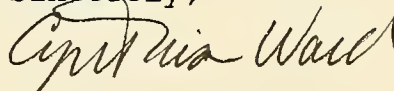
Just a quick note to thank you for participating as a panelist at Massachusetts Citizen Action's "Predictions for the '90s" fundraiser last month.

We all had a great time listening to the analysis and prognostications of the panelists -- and the audience had some good questions too!


We raised just enough money to meet our goal, and we were pleased with the number of members and friends who came out to show their support in person.

We hope you enjoyed it as much as we did, and maybe we can do something like it again in the future. Thanks again!

Sincerely,



Cynthia A. Ward  
Executive Director



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UNIVERSITY OF MASSACHUSETTS  
AT AMHERST

Labor Relations and  
Research Center

Draper Hall  
Amherst, MA 01003  
(413) 545-2893/2884

February 14, 1990

Arthur Osborn  
President  
Massachusetts AFL-CIO  
8 Beacon Street  
Boston, MA 02108

Dear Arthur:

I wish to thank you, and through you, the various officers and staff of the Massachusetts State Labor Council AFL-CIO for the support that you gave to us in our fight to maintain the Labor Center as a viable academic center oriented to labor. The letters that came in - over 450 of them - proved ample to convince the Provost and the rest of the administration that they had taken on a firestorm in attempting to not only cut the budget of the Labor Center but to effectively eliminate it in the near future. Your personal support was extremely significant in this including the passage of the resolution at the State Convention, the letters that went to the various legislators and the personal letter that you sent.

While the results of the campaign were somewhat mixed, on balance we are left with the basic elements of a program that potentially we will be able to live with. Certainly any future budget cuts in state would impact somewhat on us but we are protected in other ways.

Let me spell out some of the more important aspects of the memorandum agreement signed by Dean Gordon of the Faculty of Social and Behavioral Sciences and myself with the acceptance of the agreement by the Provost:

1. The Labor Center will transfer as an academic and budgetary unit to the Faculty of Social and Behavioral Sciences with the same mandate established at its inception i.e. three major program objectives: academic course work, research and continuing consultation services.
2. Faculty members associated with the Center will hold appointments in academic departments but they will be assigned full time to the Labor Center. It is recognized that the Center should have a critical mass of at least two full time faculty in addition to the full time Director.
3. Criteria for selecting my successor who will take over no later than August 31, 1990, is provided with a commitment to the interdisciplinary approach to labor studies and research





and with scholarly, academic and professional credentials appropriate to the Director of the Center. There are other criteria including the desirability of having had experience in the labor movement. Because of budget constraints, there will be a campus wide search for my immediate successor.

4. The Alumni Advisory Council will be continued after the transfer to the Social and Behavioral Sciences.

5. I quote specifically: "All of the above is based upon the commitment of the Provost that the Labor Relations and Research Center is, and will continue to be, a viable and important part of the University community."

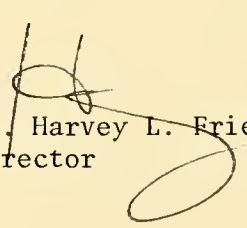
In addition to these important aspects it was agreed that the Dean and I would prepare a spending plan which would reflect a 10-15% decrease in the FY '89 base to become effective in July of 1990. You will recall that the original cut by the Provost was 29%. Subsequent to the signing of this agreement and the acceptance of it by the Provost, the Dean and I submitted a spending plan to reflect a 10.7% decrease in the budget. The Provost approved this 10.7% with the reservation that if there were more cuts he retained the right to cut about 4% more after my retirement.

While we would have preferred to have the Labor Center remain completely independent and with at least a level budget, we do feel that because of the statewide financial disaster things could have been worse. We would point out that this is all based upon the goodwill of the Dean of Social and Behavioral Sciences, Glen Gordon. My personal experience with Glen Gordon over the years has been most favorable and I would anticipate that this experience will be extended not only through the rest of my career here but that of my successor.

Once again I do want to thank you for your help. I am certain we would not have done as well as we have done if not for that help.

I am confident that the staff of the Labor Center in the coming years as well as the students will be extremely successful both while on this campus and also in the careers they take on. Twenty-five years of successful activity will not go down the drain. Because of your help and others that is a certainty.

Sincerely,



Prof. Harvey L. Friedman,  
Director

HLF:cc





SENATOR  
ARTHUR JOSEPH LEWIS, JR.  
FIRST SUFFOLK/NORFOLK  
DISTRICT

COMMONWEALTH OF MASSACHUSETTS  
MASSACHUSETTS SENATE  
STATE HOUSE, BOSTON 02133

SEND Lewis  
A. Lewis  
copy of my letter  
to Kirkland  
A.O.

COMMITTEES:

SENATE WAYS AND MEANS  
(ASSISTANT VICE CHAIRMAN)  
JUDICIARY (VICE CHAIRMAN)

21 February 1990

Mr. Arthur Osborne, President  
Massachusetts AFL-CIO  
8 Beacon Street  
Boston, MA 02108

Dear Mr. Osborne:

Enclosed is a copy of a letter which I recently received from a constituent expressing her concern regarding a proposed resolution presently before the Executive Committee of the AFL-CIO.

Per her request, I have written to Mr. Lane Kirkland regarding this matter, a copy of which I have also enclosed for your information.

Sincerely,

Arthur Joseph Lewis  
STATE SENATOR

Enclosure





COMMONWEALTH OF MASSACHUSETTS  
MASSACHUSETTS SENATE  
STATE HOUSE, BOSTON 02133

SENATOR  
ARTHUR JOSEPH LEWIS, JR.  
FIRST SUFFOLK/NORFOLK  
DISTRICT

COMMITTEES:  
SENATE WAYS AND MEANS  
(ASSISTANT VICE CHAIRMAN)  
JUDICIARY (VICE CHAIRMAN)

21 February 1990

Mr. Lane Kirkland  
President, AFL-CIO  
815 16th Street N.W.  
Washington, D.C. 20006

Dear Mr. Kirkland:

I am writing to you in order to express my strong opposition to a proposed resolution currently being considered by the AFL-CIO that would establish a pro-abortion litmus test for political candidates seeking support from your organization.

As a life-long Democrat and a member of the Massachusetts legislature since 1967, I have always enjoyed the support of organized labor in this state as well as from union members within my senatorial district. This, I believe, is due to my 100% voting record in support of labor which I have been proud to maintain throughout my legislative career. I am equally as proud, however, of my 100% pro-life voting record. To adopt a resolution such as the one proposed would be a greivous mistake, serving to alienate not only those elected officials who have supported labor in the past, but the majority of your rank and file membership as well.

I fervently hope that the proposed resolution is not adopted.

Sincerely,

Arthur Joseph Lewis, Jr.  
STATE SENATOR

cc: Arthur Osborne, President  
Massachusetts AFL-CIO

Miss Luisa Guastucci



80 Running Brook Road  
West Roxbury, MA 02132  
February 6, 1990

State Senator Arthur J. Lewis, Jr.  
The State House  
Room 506  
Boston, MA 02133

Dear State Senator Lewis:

Please urge Lane Kirkland, the President of the AFL-CIO, and other union officials to oppose passage of a pro-abortion resolution to be exploited as a litmus test against future political candidates.

Please let him know that union members are among the most pro-life constituencies in America and would not support a candidate who had pandered to the extremist abortion on demand crowd and also would not support the leadership of the AFL-CIO who had passed such a resolution.

If Lane Kirkland does not wish to be responsible for the splintering of organized labor, he should urge the Executive Council to abandon its disastrous pro-abortion resolution and to concentrate instead on issues that truly help and unite working people, not divide them and kill future Americans.

Respectfully yours,

A handwritten signature in cursive script, reading "Luisa Guastucci".

(Miss) Luisa Guastucci





# American Federation of Labor and Congress of Industrial Organizations



815 Sixteenth Street, N.W.  
Washington, D.C. 20006  
(202) 637-5000

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February 28, 1990

FOR YOUR INFORMATION

**TO: ALL NATIONAL AND INTERNATIONAL PRESIDENTS  
AFL-CIO CONSTITUTIONAL DEPARTMENT PRESIDENTS  
AFL-CIO REGIONAL DIRECTORS**

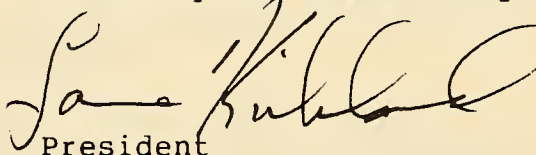
Dear Trade Unionist:

Please be advised that the Oil, Chemical and Atomic Workers International Union has fulfilled in all respects the requirements of Section 16 of Article XX of the AFL-CIO Constitution relating to the procedure to be followed in seeking removal of the sanctions imposed upon non-complying organizations under the AFL-CIO Internal Disputes Plan.

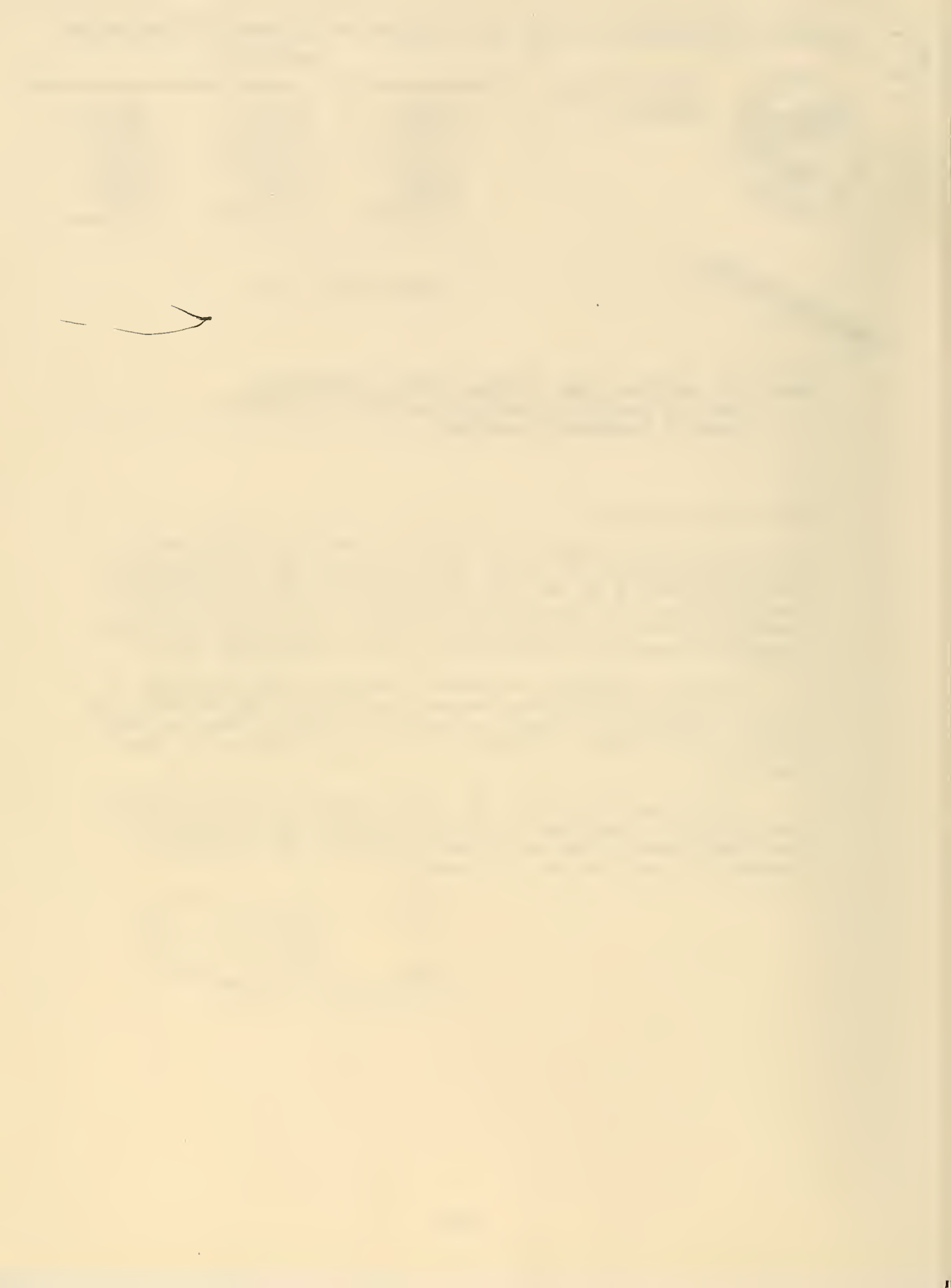
The Oil, Chemical and Atomic Workers International Union is now in full compliance with Article XX and entitled to full protection under the Internal Disputes Plan as well as all other rights enjoyed by AFL-CIO affiliates in good standing.

My letter of October 28, 1988 advising all affiliates that the Oil, Chemical and Atomic Workers had been found in non-compliance is herewith rescinded and the sanctions imposed by that letter are removed.

Sincerely and fraternally,



President





# Amalgamated Transit Union

5025 Wisconsin Ave., N.W., Washington, D.C. 20016-4139  
202-537-1645

FAX (202) 244-7824

Office of the International President

March 1, 1990

TO: ALL AFL-CIO AFFILIATES, STATE FEDERATIONS AND  
LOCAL CENTRAL BODIES

Dear Brothers and Sisters:

Since fall 1989, the 9,000 members of our national bargaining unit employed by Greyhound Lines, Inc., have been diligently working to persuade the management to negotiate a new contract. Our current three-year contract expires on March 2, 1990.

In the absence of unexpected developments, it appears that a negotiated settlement is not within reach and that our Union may soon be engaged in a strike. I am writing in anticipation of that event to request your full support of this strike. I am urging your organizations to do everything you can to help our Greyhound members prevail in their demand for a fair contract.

As you may recall, in 1983, Greyhound workers went through a difficult 48-day strike against the old Greyhound Corporation. When the strike was settled, Greyhound workers were forced to accept a 15 percent reduction in compensation. The contract settlement was ratified by the membership because of a widely held belief that a longer strike would have been ineffective and would have risked the loss of the entire bargaining unit.

To avoid another strike, the old Company sold its useful assets in 1987 to a group of investors, led by Fred Currey, in a leveraged buyout. At the time of the sale, Currey and the new owners of Greyhound Lines, Inc., insisted that they would refuse to recognize the Union unless a new contract was negotiated on the Company's terms. The Company demanded economic concessions well beyond those that were forced on the workers in 1983. This contract, too, was ratified by our members who had no choice but to accept the Company's offer -- or to find new jobs.

Since negotiations began last fall, the Company under Mr. Currey has made little change in its "first and final" economic offer, refusing to consider any Union proposals for a more equitable wage and benefit package.

Virtually all of the Company's proposals for wage improvements have been tied to future profits or increased ridership. It has refused any increase in its currently inadequate contributions to the welfare program. It has ignored the Council's proposals to allow new employees to join the pension, whose rolls have been closed





since 1983. The Company also demands the right to subcontract any work that is currently handled by our Union members.

Our members soundly rejected the Company's take-it-or-leave-it proposal by a 92 percent margin and have authorized a strike in the event management fails to agree to a negotiated settlement which will be fair to both sides. While the Company has improved its offer slightly in the last day or so, this movement seems unlikely to bring about a resolution of the remaining differences.

The Company, in turn, has publicly announced that if no agreement is reached, it will subcontract much of its service, unilaterally institute the terms of its final offer and continue to operate on March 2 and beyond, using employees who choose to stay on the job, permanent replacements and supervisors. It has further announced that it intends to take advantage of the U.S. Supreme Court's 1989 Trans World Airlines and 1985 Patternmakers decisions to deny strikers the right to displace junior non-striking employees and to assist non-strikers to avoid union discipline by encouraging them to resign from the Union. The situation is further complicated by the Company's final offer, which promises to restore full dovetailed seniority to all former Trailways drivers and allows those breaking the strike to move to the top of the seniority list, thereby moving to the top progression rate. A management campaign is already underway to pit our members against each other and to entice them to scab their own union while the Company subcontracts their work and recruits replacements.

If no settlement is reached and a strike occurs, it will be fully sanctioned by the ATU and by the AFL-CIO.

Obviously, to prevent Mr. Currey and his bankers from breaking this strike requires the full support and solidarity of the entire labor movement. We must have your help wherever possible if we are to bring this company back to the bargaining table. Notwithstanding the Company's indebtedness, its recent financial reports show that it is far from broke and only seeking to make more money by maximizing its profits at our expense. Greyhound Lines, Inc., is by far the major carrier in the over-the-road bus industry. We cannot allow Greyhound to survive and profit by paying its workers far less than the smaller carriers. It is crucial that we have the support of the entire labor movement from the outset of any strike to keep Greyhound from operating its service.

If a strike does occur, I urge each of your organizations to honor and support the lawful picket lines of your union brothers and sisters and to use whatever other means of assistance are available to you to promote their cause: help us man the picket lines; make your headquarters available to the strikers as a base of operations; join with our ATU locals in making the strike visible to the public through rallies and other community based efforts; make as many local contacts as possible to encourage public support of the strike and to discourage ridership.



The key to success will be worker solidarity in accordance with trade union principles. If we stand together, our Greyhound members will be encouraged and will know that they can prevail in their demand for a fair contract.

Please let our Greyhound Council and its members know that they can count on you.

With every best wish, I am

Fraternally,

A handwritten signature in dark ink, appearing to read "Jim La Sala". The signature is stylized with large, flowing loops and a prominent "J" and "L".

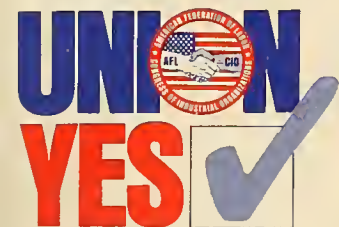
Jim La Sala  
International President

jc





AMERICAN FEDERATION  
OF LABOR AND CONGRESS  
OF INDUSTRIAL ORGANIZATIONS



March 2, 1990

Executive Council Members

**Lane Kirkland**  
President  
**Thomas R. Donahue**  
Secretary-Treasurer

TO: All AFL-CIO State Federations  
All AFL-CIO Central Labor Councils  
AFL-CIO Regional Offices

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Angelo Fosco  
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Jay Mazur  
Lenore Miller  
Jack Sheinkman  
John J. Barry  
Sigurd Lucassen  
William J. McCarthy  
Susan Bianchi-Sand  
Moe Biller  
George J. Kourpias  
John N. Sturdivant  
Richard L. Trumka

Dear Trade Unionists:

Since the fall of 1989, 9,000 members of the Amalgamated Transit Union employed by Greyhound Lines, Inc., have been diligently working to negotiate a new labor agreement. At midnight March 1, the ATU was forced to strike Greyhound.

All possible assistance should be given to our striking brothers and sisters at Greyhound.

In 1983, these same workers went through a 48-day strike against the old Greyhound Corporation. At that time the workers were forced to accept a 15 percent reduction in pay as a concession to end the strike.

The company was then sold to a group of investors led by Fred Currey, in a leveraged buyout. Currey and the new owners insisted that economic concessions were necessary if they were to continue to recognize the union. Since negotiations began last fall, the company has made little change in its "first and final" economic offer, refusing to consider any union proposal for a more equitable wage and benefit package.

I urge each of our AFL-CIO labor councils to support the lawful picket lines established by the ATU and to employ every means possible to promote their cause of a just and honorable settlement. Where necessary please offer space for strike headquarters. We know the key to success is worker solidarity and by standing together with our striking brothers and sisters at Greyhound a fair labor agreement will prevail.

Sincerely and fraternally,

President



C

Celia Weislo  
President-Treasurer

**Local  
285**  
*Unity at Work*  
**SERVICE**  
**EMPLOYEES**  
INTERNATIONAL UNION,  
AFL-CIO/CLC

Nancy Mills  
Director

Arthur Osborn  
President  
Massachusetts AFL-CIO  
8 Beacon St., 3rd Floor  
Boston, MA 02108

March 2, 1990

Dear Mr. Osborn,

We have good news -- for ourselves and for the subscribers of the Harvard Community Health Plan. And you had a great deal to do with making it happen.

A new contract for HCHP Support Staff was settled on February 9, 1990. The terms of the agreement represent a decisive victory for employees. Management's major demand, for the abolition of across-the-board raises, was completely withdrawn. Employees were so pleased with the agreement they ratified it by a 98% vote.

An even better piece of news for the bargaining unit is that employees remained solidly united throughout the process -- a one-day strike, four months of bogged-down bargaining, leafletting, a "yellow ribbon day," etc. This should make for a stronger, more militant bargaining unit at HCHP, and increase the momentum to make the Plan a better place in which to work.

Your help was indispensable, along with that of many other organizations and individuals. Unions expressed strong support, and in several cases made it clear to HCHP management that the Plan's subscriber base would soon be in jeopardy unless a settlement was reached. This economic threat was, we are convinced, the single strongest factor pushing HCHP toward a settlement.

HCHP knew it was facing a major public relations problem when fifteen hundred people sent postcards of support to HCHP President Tom Pyle. This too was a powerful stimulus to get them back to the bargaining table,

We wanted you to know that your support made a real, tangible difference, and that HCHP employees know it and appreciate it.

We offer you our deep gratitude, and we stand ready to offer you a similar helping hand, should the need ever arise.

Yours in solidarity,

*Leatrice A. Coym, Rosemarie M. O'Keefe, Barbara J. Clark, Rudy Dine, Linda Chien, Robert P. Venturi, Linda Cascio, Annunziata Longo*

The HCHP Bargaining Committee

145 Tremont Street, Boston, MA 02111  
10-12 Phoenix Row Haverhill, MA 01830 (617) 374-4582



*Donna Conley*  
(617) 426-0410 Toll-free: (800) 882-1487  
432 Water Street Fitchburg, MA 01420 (617) 345-4359







## EDUCATIONAL AND CULTURAL FUND OF THE ELECTRICAL INDUSTRY

158-11 HARRY VAN ARSDALE JR. AVENUE • FLUSHING, N.Y. 11365 • 1-718-591-2000

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HON. ARMAND D'ANGELO  
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DR. HARRY KELBER  
Director

JOHN KELLY  
Associate Director

Dear Colleague:

I understand that you, like myself, recently received an unsolicited pamphlet entitled **Why Unions Are in Trouble And What They Can Do About It** written by Harry Kelber, Ph.D. On the flyleaf, the author presents himself as the Director of the Educational and Cultural Fund of the Electrical Industry and the Coordinator of the Trade Union Leadership Institute of the New York City Central Labor Council, thus permitting you to draw the inference that both of these entities concur with and support the personal opinions of the author that are expressed within the pamphlet. This deception is further supported by the **Memo to Our Readers** on the back cover, in which plural pronouns are utilized exclusively, thus implying that the Trade Union Leadership Institute agrees with the author and has authorized this mass mailing.

I regret to inform you that neither myself as Chairman of the Educational and Cultural Fund of the Electrical Industry (the entity which employs Dr. Kelber) nor the leadership of the New York City Central Labor Council (the sponsor of the Trade Union Leadership Institute) were aware of the existence of such a pamphlet until after the material had been mailed to you. In fact, I am told that the members of the Trade Union Leadership Institute (the implied sponsor of the pamphlet) were also totally unaware of the material and its distribution across the nation.

It appears that the author has blatantly proclaimed a personal opinion, falsely implied that the Trade Union Leadership Institute endorses the content, unconscionably and without proper authorization expended the Institute's monies to publish and mail the pamphlet, and purposely avoided disclosing his actions to anyone in a position to dissuade or prevent his scurrilous actions.

I therefore question the author's purported purpose in writing such an unabashed attack on the leadership of the American labor movement and the duplicity utilized to ensure that your comments and opinions would be mailed directly to Harry Kelber, not the Trade Union Leadership Institute.



The legitimate address of the Institute is:

Trade Union Leadership Institute  
c/o New York City Central Labor Council, AFL-CIO  
386 Park Avenue South  
New York, New York 10016

Dr. Kelber has already demonstrated that he can skillfully misrepresent the truth as cleverly as the "media" whom he scorns. Therefore, I suggest that if you care to comment on Kelber's opinions as expressed in the pamphlet, the reply should include a statement that the **entire letter must be published** if it is to be utilized in any manner in his future literature, thus ensuring that your remarks cannot be taken out of context and misused.

I, like yourself, support every citizen's right to express their thoughts and opinions on any subject. I object, however, to the deceitful practice of implicating others without their knowledge or consent. The American labor movement certainly has enough enemies outside of our ranks attempting to undermine and divide our unions. Unfortunately, the cancer within is more insidious and deadly because it sows the seeds of doubt and division from a position of apparent stature within an organization.

Now is the time for unity within our house of labor, not division. A time to work together within our union structure to strengthen the movement and not permit a self-proclaimed egocentric "messiah" to sow the seeds of dissension among us, pitting one union member against another.

Merely paying one's union dues, or earning one's living under the benefit of a union contract, or teaching labor related courses, does not produce a labor leader nor does it qualify one to be a critic. A true leader works constructively within the organization to bring about the changes that he or she feels are necessary. Demagogues rant and rave, distort the truth and stir emotions to expediently gain their self-serving goals. Fortunately, the leadership of our union movement at all levels is composed of tens of thousands of honest, earnest, hard-working decent individuals, like yourself, who give unselfishly of themselves to bring a better quality of life to the workers whom they represent. I salute each of you for your understanding that worthwhile changes are developed by persuasion and tolerance of dissenting opinion, not through insurrection and character assassination by insinuation.

Thank you for taking the time to read this rather lengthy communication and I trust that you will now have a clearer perspective when judging the merits of this pamphlet and it's author.

Fraternally yours,

A handwritten signature in dark ink, reading "George Schuck, Jr." in a cursive style.

George Schuck, Jr.  
Chairman







American Income Life Insurance Company

Executive Offices: P.O. Box 2608, Waco, Texas 76797, 817-772-3050

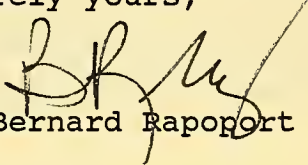
BERNARD RAPOPORT  
Chairman of the Board and  
Chief Executive Officer

February 23, 1990

Mr. Arthur Osborn  
President  
Massachusetts AFL-CIO  
8 Beacon Street, 3rd Floor  
Boston, MA 02108

. . .we really missed you at the party, Art. I am glad  
that I was able to see you even though it was for a fleeting  
second. I wish for you good health and continued success.

Sincerely yours,



Bernard Rapoport

BR/pn





**MASSACHUSETTS WATER RESOURCES AUTHORITY**

Charlestown Navy Yard  
100 First Avenue  
Boston, Massachusetts 02129

Telephone:  
(617) 242-6000

January 10, 1990

Mr. Arthur Osborn  
State Labor Council, AFL-CIO  
8 Beacon Street, 3rd Floor  
Boston, MA 02108

Dear Mr. Osborn:

We would like to thank you personally for your assistance in formulating the Authority's Five-Year Progress report. Your input in the initial working sessions, as well as your review of the drafts, provided the perspective and framework that was necessary to produce a document that was logical, readable and complete. Your accompanying letter was very successful in focusing the attention of the media and the government on the critical issues for the future success of the Authority.

The attached response from the governor and press clippings are evidence of the positive attention we received due to your good work. We will be distributing the report to all the members of the legislature, to the mayors, boards of selectmen and public libraries in our communities and to attendees at the 5th Annual Boston Harbor and Massachusetts Bay Symposium. Please let us know if you would like additional copies.

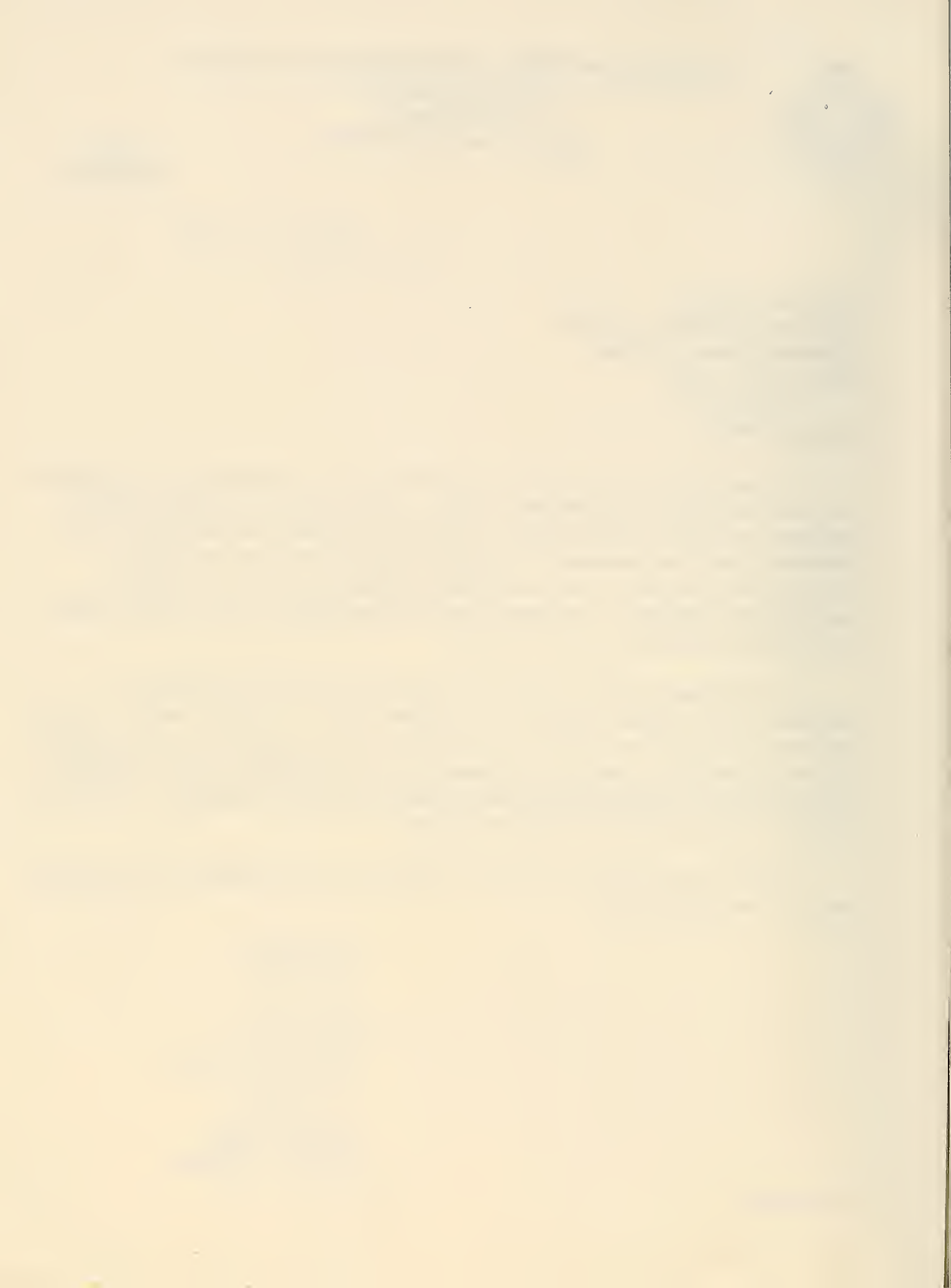
We are well aware of the time effort that you committed to this project and are most appreciative.

Sincerely,

Paul F. Levy  
Executive Director

Kathleen Hearn  
Special Assistant

Enclosures



Boston Globe  
01/08/90

## Better tools for the sewer job

The new pier nearing completion at Deer Island and the sound of blasting as the island's World War 2 bunkers are demolished give evidence that the \$6 billion rebuilding of the region's water and sewer system is well underway.

While final proof of the effectiveness of the Massachusetts Water Resources Authority must await completion of the project, after five years on the job it is possible to rate the efficiency of the authority's operational structure. That has now been done by a citizens advisory committee after reviewing the authority's impressive five-year progress report.

The committee, headed by Lawrence S. Bacon, chairman of MIT's urban studies department, has suggested several measures which it felt "could improve the ability of the agency to carry out its mandate more efficiently."

The committee recommends that state bidding laws be amended to exempt the Boston Harbor project from the filed sub-bid law which re-

quires that all sub-contracts be put out to bid and awarded to the lowest bidder. The authority estimates that it could realize substantial savings if only its major contracts were awarded on the basis of bidding. Their contracts could still be reviewed by the state inspector general to provide public oversight.

MWRA projects are reviewed by environmental protection agencies. Several times over the past five years, the state's secretary of Environmental Affairs has faced a conflict of interest in his statutorily-designated role as MWRA chairman. This problem would be eliminated if the authority elected its own chairman.

Both changes require the approval of the Legislature. While the Legislature's role has most recently been that of sounding board for communities aggrieved by authority actions, the administrative proposals are in the best interests of all communities served by the authority.





# The Patriot Ledger

The Quincy Patriot, 1837

Quincy Daily Ledger, 1890

Consolidated Jan. 1, 1916

William B. Ketter  
Editor

G. Prescott Low, Chairman of the Board

Patrick J. DeGiso  
General Manager

K. Prescott Low  
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## Editorials

### Bidding laws should be changed

A citizens advisory panel to the Massachusetts Water Resources Authority has made worthwhile recommendations intended to save ratepayers money during the Boston Harbor cleanup.

The Commonwealth has perhaps the nation's most extensive laws and regulations governing contract awards for public projects. But the advisory group is concerned that state rules on public bids for subcontractors may end up costing ratepayers more money for the mammoth construction projects that are part of the \$6 billion harbor cleanup.

In its report, the panel said the Legislature should modify state bidding laws so that primary contractors on harbor cleanup construction projects will not have to put subcontracting work out to bid. The principal contracts would remain subject to laws requiring work go to the lowest bidder that meets specifications for the work to be done.

This is a common-sense approach that should be implemented by the Legislature speedily, since the huge construction projects are ready for

bids. It is estimated that \$1.5 billion of work will be done by subcontractors for jobs such as painting, sheet metal work, masonry and other specialized areas.

The state's public bidding laws are sound and necessary; they are designed to safeguard against cosy deals in which friends hire buddies to do work for the state at a price they both agree to. Bidding procedures are meant to ensure contract awards are based solely on ability to do the work at the lowest price.

In the case of the harbor cleanup, the bidding laws could mean 150 contractors would be required to work at one time on Deer Island during sewage treatment plant construction, according to the authority's project manager, Richard Fox. He estimates that number could be reduced by half without the sub-bidding law.

Critics of changing the law contend that would leave the door open to abuse and shoddy workmanship. To see that doesn't happen, the state inspector general's office should continue to review awards to subcontractors.





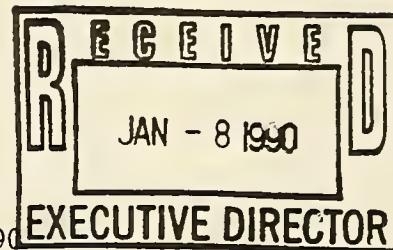


MICHAEL S. DUKAKIS  
GOVERNOR

THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133



January 3, 1990

Paul F. Levy  
Executive Director  
Massachusetts Water Resources Authority  
Charlestown Navy Yard  
100 First Avenue  
Boston, MA 02129

Dear Paul:

Many thanks for sending me the first Five-Year Progress Report of the MWRA.  
It's heartening to see how far we have come in addressing the problems of the  
water and sewer system.

Keep up the good work! Warm regards.

Sincerely,

MICHAEL S. DUKAKIS  
Governor

MSD:ap-c



Boston Globe  
01/03/89

# MWRA panel to ask exemptions

By Larry Tye  
GLOBE STAFF

A citizens advisory panel today will urge the Legislature to exempt the Massachusetts Water Resources Authority from certain state bidding laws, a highly-controversial move that the panel says would save money and time in cleaning Boston Harbor.

The group's main concern is the "sub-bid" law, which bans agencies like the MWRA from seeking a single set of bids for an entire construction project. Instead, they must ask for separate bids from the masonry, plastering, painting trades and others.

Supporters say the process has worked, saves money, protects small businesses, and should not be tampered with. But critics - ranging from the Ward Commission on government corruption to the MWRA advisory panel - insist the law is anachronistic, that Massachusetts is one of the only states using it, and that it costs taxpayers money and de-

lays on vital projects like the \$6.1 billion cleanup of Boston Harbor.

"We recommend that the Legislature give serious consideration to modifying the filed sub-bid law and other statutes that have the effect of slowing down, or making less efficient, the procurement of major construction projects like the harbor cleanup," the MWRA advisory group - which includes engineers, financiers and union leaders - wrote in a letter to Gov. Dukakis that will be made public at today's MWRA board meeting.

"We believe this can be done with no diminution in the public accountability or oversight of the MWRA," the group added.

The advisory panel, which will release its recommendation as part of today's five-year progress report from the MWRA, also recommended that:

■ No actions be taken to impair the MWRA's independence, since that would make lenders raise their interest fees and make the cleanup more expensive for ratepayers. The Legislature has recent-



# Advisory group to ask exemption on some job bid rules for MWRA

■ MWRA  
Continued from Page 17

ly considered several plans to make the MWRA more accountable to elected officials.

■ Quincy and Winthrop be allowed to choose their representatives to the MWRA board, rather than continuing to let the governor make the appointments. Panel members also said the MWRA board should elect its own chairman, rather than have the secretary of environmental affairs automatically serve as chairman.

■ Massachusetts congressmen review drinking water regulations that could force the MWRA to spend \$650 million on treatment and filtration systems for drinking supplies.

The panel also commented on charges that the MWRA has spent too much on everything from office furniture to Christmas parties: "Our committee has been sensitive to the public perception that the MWRA has not been sufficiently attentive to controlling its costs.

"We found that, while mistakes were made in the early days of the authority's operations, the authority today has in place policies and procedures that should prevent these problems from occurring in the future," the committee concluded.

The most contentious issue raised by the panel, however, is the sub-bid law.

Richard Fox, the MWRA's construction chief, said requiring that contracts be bid by trade means that

some qualified firms are ruled out because they do not meet the definitions of a trade, and prices ultimately are much higher for projects like the new sewer plants his agency will build.

Stephen Cotton, spokesman for the state inspector general, said "this office would not oppose exempting this or other projects from the filed sub-bid law." He added that the Ward Commission, which 10 years ago wrote the most extensive report ever on corruption in Massachusetts government, "was vigorous in its condemnation of the law."

But Joseph Corwin, an attorney representing the Associated Subcontractors of Massachusetts, said "it's ridiculous to ask for this exemption. You get the lowest prices by bidding, there isn't any doubt about it." In the past, Corwin's group and others have successfully fought off bids to repeal the law.

Meanwhile, the MWRA board today is due to again consider where to put its headquarters. They may vote on a recommendation to renew the lease at Charlestown Navy Yard, but would include an escape clause in case the Legislature votes to move the agency to Ruggles Center in Roxbury or the old General Dynamics Shipyard in Quincy.

Two bills were pending in the Legislature mandating moves to both sites. The bills were filed after legislative opposition arose to the

board's vote last May to relocate in Roxbury.

Globe reporter Steve Marentz contributed to this story.

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# MWRA: Modify contract bid laws

By NICK TATE

A Massachusetts Water Resources Authority advisory panel today will urge lawmakers to modify state contract-bid laws that it said are driving up costs and eroding the efficiency of the Boston Harbor cleanup.

In a report set for release today, an independent citizens board of labor, engineering and government experts concluded that the Legislature's failure to adopt the Ward Commission's recommendation to eliminate the so-called "filed sub-bid law" is threatening to stall the \$7 billion cleanup project.

Citing soaring water costs, the panel will urge legislators and Gov. Michael Dukakis to take steps to release the MWRA from the law's provisions requiring contractors to bid out subcontracts.

"The panel believes the MWRA should be exempted from that law ... which the Ward Commission said has the net effect of active recruitment of shoddy performers into public construction," said panel member Samuel Tyler, director of the Boston Municipal Research Bureau.

The recommendation — one of four contained in a five-year MWRA review that found the MWRA cleanup on track — trails a spate of criticism of the rule.

The Ward Commission, which proposed a series of changes to head off abuses, urged lawmakers to eliminate the sub-bid law.

But the Legislature, swayed by lobbyists for state subcontractors, failed to do so.

MWRA Executive Director Paul Levy hailed the panel's call, and Richard Fox, head of MWRA project management, said exempting the MWRA from the law could save "10 to 18 percent" of the \$1 billion plant-construction costs.

Steve Cotton, assistant state inspector general, said his office "has no objection to that recommendation."

MWRA officials have also expressed concern about two other developments: a November ballot question rolling back MWRA rates and the Legislature's involvement in the MWRA's plans to build a new headquarters in Roxbury.

To counter those developments, the panel advised that the sub-bid law be outlawed and that state leaders:

- Take steps to ensure the MWRA's independence in setting policies and water rates.

- Permit Quincy and Winthrop to appoint members to the MWRA board of directors and let the board elect its own chair — a post automatically held by Environmental Affairs Secretary John DeVillars.

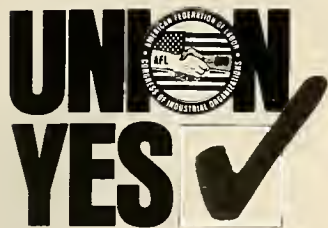
- Press Congress to review the impact of the Safe Drinking Water Act, which may compel the MWRA to spend \$1 billion or more on a filtration plant.

Boston Herald  
01/03/89





AMERICAN FEDERATION  
OF LABOR AND CONGRESS  
OF INDUSTRIAL ORGANIZATIONS



February 21, 1990

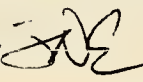
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**TO:** Principle Officers of State AFL-CIO Organizations

**FROM:** James N. Ellenberger 

**SUBJECT:** Workers' Compensation Administrator

Ohio AFL-CIO President John Hodges has informed us that the Board of Trustees of the newly reconstituted Ohio Bureau of Workers' Compensation is conducting a search for an Administrator/CEO. Hodges serves as one of the members of the Board of Trustees. An Executive Search firm has been retained to assist in this effort.

The announcement for this position that will appear in several newspapers reads:

The newly reconstituted, independent Ohio Bureau of Workers' Compensation seeks an individual to be the Administrator/CEO of an organization with \$7 billion in assets and 2,500 employees. Knowledge of insurance plus solid administrative experience are essential, with previous exposure to investment, management, data processing systems, health care costs, legal affairs, claims processing and actuarial issues very helpful. A leader who can energize a large organization to improve service levels, cost effectiveness and its public image. Reports to a 12-person Board composed of members from industry, labor and the legislature. Compensation is sufficient to attract a highly qualified person from government or the private sector to this unique opportunity and challenge.

Please forward a resume, along with current compensation level in confidence to:

Kenneth I Felderman, Partner  
Lamalie Associates  
1375 East Ninth Street  
Cleveland, Ohio 44114

The Board of Trustees of the Ohio WC system is looking for a first class administrator. If you are aware of any potential candidates please forward the job description to them.

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Attachment



ADMINISTRATOR/CEO

Client

The Ohio Bureau of Workers' Compensation has been newly reconstituted with the merging of the former Bureau of Workers' Compensation and the former Industrial Commission. It also has a new Board of Trustees serving staggered nine-year terms. The Bureau has \$7 billion in assets, \$1.5 billion in annual premiums, 400,000 new claims annually, 16 field offices and 2,500 employees. The charter is to develop a first-class organization and improve its service levels, cost effectiveness and public image. This is a unique opportunity and challenge.

Position

Reports to the Board of Trustees.

Compensation

Sufficient to attract a highly qualified executive from the ranks of government or industry.

Candidate Requirements

An undergraduate degree, with at least ten years' experience in administering a large public/private/labor/government organization.

Insurance experience is useful with previous exposure to investment management, data processing systems, health care costs and actuarial issues helpful.

Experience in planning, budgeting, starting new programs, automation and personnel management.

Should have interfaced with legal, medical, legislative and general public constituencies.

A strong leader able to energize a large organization.

Good presence and communication skills.

Service and people oriented, politically savvy and cost conscious.

Kenneth I. Felderman

10

Mr -

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